



MBTA Mentorship Program Proposals

Human Resources Department- Lyn Van Huben
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Introduction

The 2019 Safety Review Panel Report and the GM's 2020 DEI listening sessions brought to light gaps in employee engagement and development.

Among them are the need to:

- Increase cross-functional opportunities to break down silos
- Implement diverse strategies to build “esprit de corps”
- Create opportunities that make employees feel appreciated and valued
- Increase accessibility for diverse employees to grow within the organization



Observations

The MBTA has **historically lacked mentor and management development opportunities** for staff, especially frontline workers.

There have not been any formal mentorship programs in the last six years. The last one “Lifting as we Climb” developed in Operations was well received and active for two years which ended in 2015.

Cornell University School of Labor relations found that mentoring programs boosted minority representation at the management level by **9% to 24%** and improved promotions and retention rates for minority and women by **15% to 38%**.

Peer transit agencies have robust and successful **mentorship and leadership development programs**

- We took learnings from our peer agencies, Minneapolis Metro Transit and Chicago Transit Authority



Opportunities

Mentor programs help facilitate the sharing of knowledge and experience of senior or high performing employees. They play a vital role in succession planning; they build skills to achieve organizational goal; they provide access and a network to diverse skillsets that would be otherwise unavailable; and they advance careers.

Organizational benefits

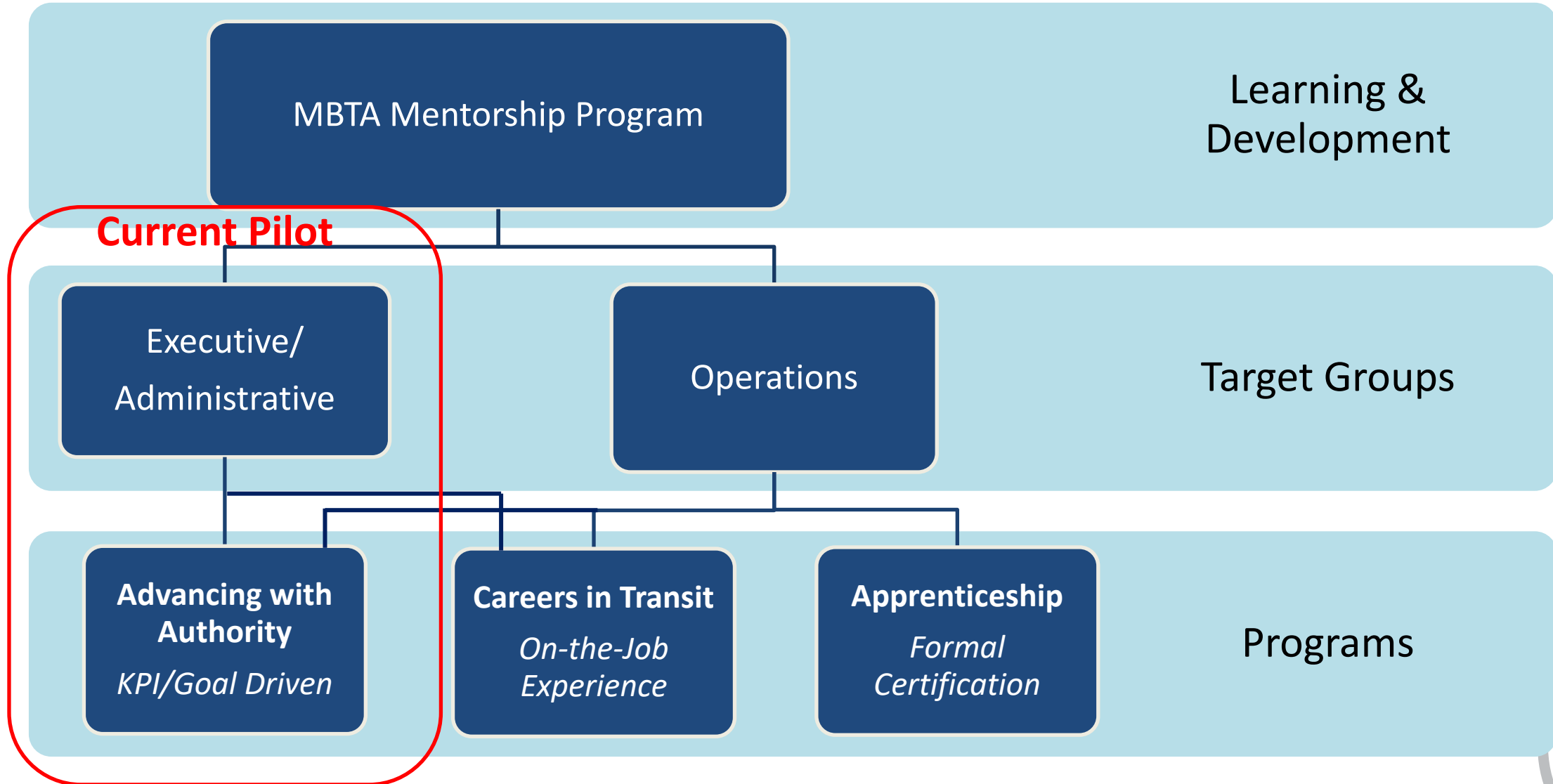
- Cultivates diversity and encourages stronger cross-agency communication
- Provides accessible learning and development opportunities
- Increases employee engagement
- Improves employee retention
- Strengthens internal pipelines for diverse employees
- Provides upskilling opportunities
- Assists in recruitment efforts

Employee benefits

- Provides an advocate to assist with career goals
- Improves organizational communication and a sense of belonging
- Affords networking opportunities
- Promotes access to areas of the organization not normally accessible
- Fosters the sharing of knowledge
- Supports employees beyond their daily work



Mentorship Proposed Pilots Map



Advancing with Authority

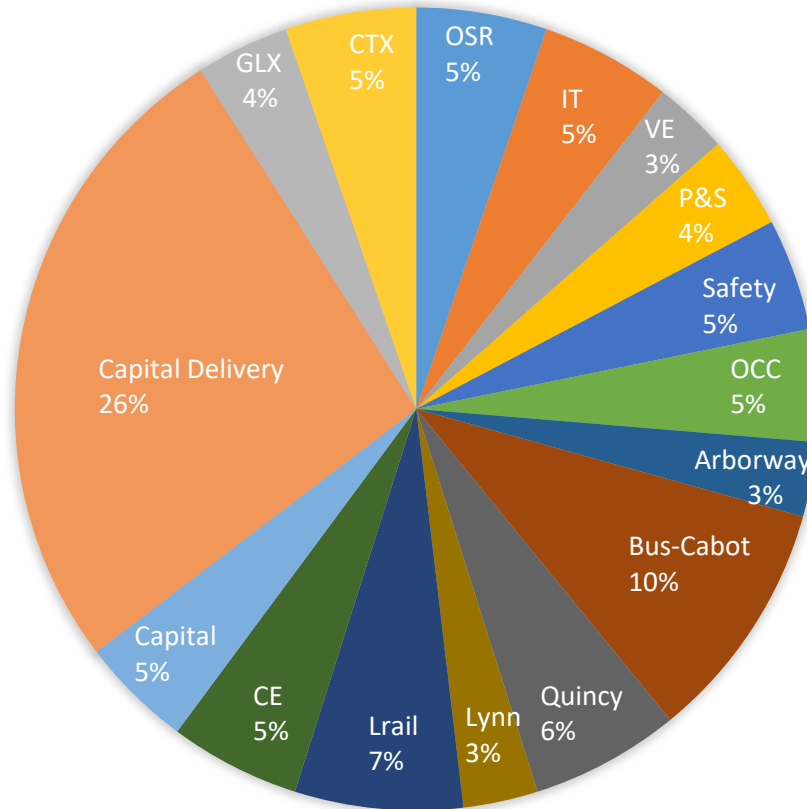
Advancing with Authority is an agency wide mentorship program consisting of a **matched mentee and mentor** who participate in a mentoring relationship with structure and timeframe as established by a mentoring committee.

- Available to all MBTA employees as a 1:1 relationship, mentor/mentee
- Mentors/mentees meet a recommended 2 hours per month during business hours
- 26 weeks in duration
- 2 formal feedback sessions
- 100% virtual pilot
- Mentees will be required to identify a developmental KPI to work on with mentor



Top Departments-Interested in the Mentorship Pilot

GLX
CTX
Own Source Revenue (OSR)
Info Technology
Vehicle Engineering
Plans & Schedules (P&S)
Safety
OCC Ops Control Center
Bus-
Arbortway
Cabot/Albany
Quincy
Lynn
Light Rail
Chief Engineer (CE)
Capital Proj Oversight
Capital Delivery



226 Interested candidates
159 Mentee applications sent
57 Mentor applications sent

Careers in Transit Pilot

Preliminary Concept pending Operations Collaboration

Careers in Transit is an **Operations based management development pilot** that would provide on-the-job experience and a management exposure for our most diverse population of employees. This is a strategic opportunity to create a pipeline for succession planning.

- Formal training in a management role with a mentor
- 26 weeks in duration
- Coaching on resumes, interviewing and receiving feedback
- A supportive way to prepare our internal candidates for management roles
- 5-10 participants selected by seniority and job choice



Apprenticeship Program Pilot

Preliminary Concept pending Operations Collaboration

The Apprenticeship Program is a high-quality career pathway allowing the MBTA to develop and prepare our future workforce, and Operators/Motorpersons can obtain paid work experience, and a portable, nationally-recognized credential.

- Mentorship includes (4) mentor ride-alongs, (4) mentor-mentee group meetings (paid), and regular check-ins.
- Apprentice Mentorship Program begins after completion of job training
- Mentors are senior peers/supervisors that focus on the soft skills of the job
- Certification in the trade (Mastery of Craft), is a portable certificate of Labor Journey worker credentials
- Regulated by the Department of Labor and industry
- 12 month pilot



Next Steps

- Gather executive feedback and support
- Invite Operations to join working committee to discuss and develop future pilot concepts
- Develop proposed program pilots specifics including application, interview, and selection processes, program timeline and deliverables, etc.
- Identify resources needed to execute additional pilot programs



Questions

